



# Hawaii Tourism Authority

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**LINDA LINGLE**  
Governor

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President & CEO

## HAWAII TOURISM AUTHORITY

### REQUEST FOR PROPOSALS FOR TOURISM MARKETING MANAGEMENT SERVICES

**Solicitation No: HTA-RFP-03-01**  
**Revised April 7, 2003**

Hawai'i Tourism Authority  
1801 Kalakaua Avenue  
Honolulu, Hawai'i 96815

Contact:  
Frank Haas, Vice President Tourism Marketing (808) 973-2268

**DEADLINE FOR SUBMISSION: APRIL 28, 2003**  
**MUST BE RECEIVED BY 4:30 P.M. HST**

**FACSIMILES/EMAIL TRANSMISSIONS WILL NOT BE  
ACCEPTED**

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## **Section 1 – Overview**

### ***Introduction***

The Hawai‘i Tourism Authority (hereinafter referred to as “HTA”) hereby solicits qualifications and proposals from Contractors in written format to provide tourism marketing management services for the state of Hawai‘i for the years 2004-2007.

This solicitation is designed to assist the HTA in identifying the best possible contractor or set of contractors to implement the most effective and cost-efficient marketing programs consistent with the HTA’s strategic plan: *Ke Kumu: Strategic Directions for Hawaii’s Visitor Industry*. *Ke Kumu* is available on the HTA website, [www.hawaii.gov/tourism](http://www.hawaii.gov/tourism).

Successful contractors will report directly to the HTA and will be accountable for the marketing programs identified in the scope of services in the contract. Contractors are responsible for identifying the need for any subcontractors to accomplish the requirements in the scope of services and must contract for these services.

This Request for Proposals (RFP) is intended to stimulate a competitive bidding process so that the state of Hawai‘i can benefit from the most creative and cost-effective services in accomplishing the goals of HTA’s strategic tourism plan.

### ***RFP Organization***

This RFP is organized into the following sections:

Section 1	Overview
Section 2	Scope of Services
Section 3	Definition of Major Market Areas (MMAs)
Section 4	Objectives, Scope of Work, and Planning Budgets
Section 5	Work Plan
Section 6	Proposal Requirements
Section 7	Evaluation Criteria
Section 8	Submission of Proposals
Section 9	Contracting
Section 10	Attachments

### ***Schedule of Key Dates***

The schedule of key dates set forth represents HTA’s best estimate of a schedule that will be followed. Any changes to this schedule will be transmitted to Offerors who have registered their intention to bid.

RFP Issued	March 17, 2003
Offerors Register their Intention to Bid <sup>1</sup>	March 17-April 25, 2003
Pre-Proposal Conference <sup>2</sup>	March 25, 2003
Closing date for written proposals	April 28, 2003 <sup>3</sup>
Notification of “short list”	May 2, 2003
Period for Oral Presentations	May 19-23, 2003
Contractor(s) Selection	Not later than June 27, 2003

**NO PROPOSALS WILL BE ACCEPTED AFTER APRIL 28, 2003, 4:30 P.M. HST.**

### ***Submission of Questions***

Offerors may call the Hawai‘i Tourism Authority office at (808) 973-2268 or email [fhaas@hawaii tourism authority.org](mailto:fhaas@hawaii tourism authority.org) to submit questions concerning the HTA’s RFP, strategic plan, or the RFP process. Questions and HTA responses will distributed to registered offerors. In addition, an informational public offeror’s conference will be held March 25 at 2:00 p.m. for discussion and clarification of the requirements of this RFP. The conference will be held in room 320 (Emmalani Theater) at the Hawai‘i Convention Center, 1801 Kalakaua Avenue, Honolulu, Hawai‘i 96815. Depending on the number of offerors outside the United States, an offeror’s conference call (or videoconference) may be scheduled (with dates and times to be determined).

### ***Availability of Funds***

Contractors are advised that the award of this contract or these contracts is contingent upon the availability of funds.

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<sup>1</sup> Registration is not required; however registering will facilitate communication between HTA and offerors.

<sup>2</sup> The conference will be held at the Hawai‘i Convention Center, Room 320 (Emmalani Theater), March 25 beginning at 2 p.m.

<sup>3</sup> Not later than 4:30 p.m., in the Hawai‘i Tourism Authority Offices, Hawai‘i Convention Center (Level 1).

## Section 2 - Scope of Services

Offerors have the option of submitting a proposal for the entire contract (all of the geographic MMAs plus Corporate Meetings and Incentives) or for one or more of the individual geographic MMAs or for Corporate Meetings and Incentives. The result of a proposal for the entire contract may result in one of the following outcomes:

- The offeror is successful and is awarded the contract for all marketing services across all MMAs;
- The offeror is partially successful, with one or more of the MMAs awarded to other offerors, but the remaining MMAs awarded to the offeror seeking the entire contract; or,
- The offeror is unsuccessful.

Offerors desiring to bid on the entire contract must indicate their willingness to accept a partial contract in the event that certain MMAs are awarded separately.

In addition to demonstrating a capability to fulfill the requirements of the scope of services for each of the MMAs, offerors submitting proposals for the entire contract must demonstrate the benefits in increased effectiveness and decreased costs for such a comprehensive program.

### ***Background and Overview of the Scope of Work (applicable to all MMAs)***

The HTA, established by Act 156, SLH 1998, serves as the lead agency for tourism for the State of Hawai'i. The HTA's mission is to strategically manage the growth of Hawai'i's visitor industry in a manner consistent with the economic goals, cultural values, preservation of natural resources and community interests of the people of Hawai'i.

The HTA has been given a number of enumerated powers, but its primary responsibility includes the development and implementation of its strategic plan, *Ke Kumu*. The plan includes provisions for tourism marketing, product development, product enrichment, event and sport marketing, performance measurement, and accountability.

In the area of tourism marketing, which is the focus of this RFP, the overriding priority for the HTA is to allocate marketing resources to programs that **promote increased expenditures made by visitors in Hawai'i**, thereby supporting the state's economic base, creating jobs and generating tax revenue. With the resources available through the Tourism Special Fund (funded through Hawai'i's transient accommodation tax, or TAT), the goal of HTA is to efficiently and effectively invest those funds in programs that will develop a more globally competitive marketing and promotional program.

It is important to re-emphasize that HTA's priority is to achieve managed growth for Hawai'i's tourism industry by focusing on increased visitor expenditures. The HTA has determined that

growth in visitor arrivals is secondary to growth in visitor expenditures. (A synopsis of targets for 2003 is included in the attachments.)

## **Section 3 - Definition of Major Marketing Areas (MMAs)**

With the exception of the meetings markets (comprising the Hawai'i Convention Center and CMI markets) Hawai'i Tourism Authority's defined Major Market Areas – MMAs – represent geographic areas which display generally similar travel characteristics and competitive conditions. Whenever possible, the HTA collects visitor statistics, particularly visitor spending data, by MMA. The HTA website ([www.hawaii.gov/tourism](http://www.hawaii.gov/tourism)) includes a link to data and other statistical resources.

### ***Geographic Definitions***

The MMAs in the current HTA strategic plan are defined as follows:

1. U.S. West: This comprises the states of Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming.
2. U.S. East: All other states.
3. Japan.
4. Canada.
5. Europe: France, Germany, Italy, Switzerland and the United Kingdom.
6. Latin America: Argentina, Brazil, and Mexico.
7. Other Asia: China, Hong Kong, Korea, Singapore, and Taiwan.
8. Oceania: Australia and New Zealand.
9. Business travel: Marketing for the Hawai'i Convention Center and for CMI are the focus for business marketing efforts. As this segment grows in importance, a brand marketing component will be added to establish Hawai'i as a productive place for business meetings and to offset Hawai'i's strong "leisure" position, which sometimes limits the effectiveness of marketing meetings here.

### ***MMA Definitions for the RFP and Contract(s)***

In order to simplify the RFP process and to create a manageable limit to the number of potential contracts, the MMAs are grouped as follows:

1. North America. North America comprises U.S. East, U.S. West, and Canada. These markets have distinctive characteristics and marketing programs must be tailored to account for these differences; however, to achieve efficiencies in media buying and promotional activities, HTA will combine these MMAs to select a single contractor. Offerors for North America should present three different work plans: U.S. West, U.S. East, and Canada.
2. Japan.
3. Europe. Offerors may propose country targets within Europe. HTA currently targets France, Germany, Italy, Switzerland, and the United Kingdom.

4. Other Asia. Offerors may propose country targets within Other Asia. HTA currently targets China, Hong Kong, Korea, Singapore, and Taiwan.
5. Oceania. Australia and New Zealand.
6. Other. "Other" includes Latin America and any geographic markets not enumerated in the MMA definitions indicated above. If there are no offerors for the "Other" category, HTA may assign these funds to one of the established MMAs.
7. Corporate Meetings and Incentives (CMI). Primary segments are U.S. mainland-based corporations and national associations. Secondary segments include corporations in Japan, Other Asia, Oceania, and Canada. Please note that this does NOT include marketing for the Hawai'i Convention Center, which is contracted separately.

All references to the MMAs in this RFP shall mean the MMAs described above. While HTA has provided an indication of historic emphasis in the list above, offerors should feel free to make recommendations on target markets within MMAs based on current conditions.



## Section 4 - Objectives, Scope of Work and Planning Budgets

### *Overall Project Objectives*

The impact of the various MMA marketing programs must contribute to the overall marketing objectives of the HTA:

1. Increase promotional presence to more globally competitive levels.
2. Target higher spending visitors. The target of higher spending visitors does not necessarily equate to high-income targets. HTA believes that visitors who are highly active vacationers are also good prospects for Hawai'i. A target limited to very high-income demographics would also not support the range of accommodations (from budget to luxury) that comprise Hawai'i's infrastructure.
3. Structure marketing programs to stimulate demand during "shoulder" periods (spring and fall).
4. Support television initiatives that showcase the islands, island activities, the host culture and distinctive cultural assets.

### *Island Specific Marketing*

Hawai'i's four counties (Kaua'i, Honolulu, Maui, and Hawai'i) have developed marketing programs for their specific island destinations. Historically, these islands have received approximately 30% of the funds available in the Hawai'i Visitors and Convention Bureau Leisure and Business contracts. For the purposes of this RFP, HTA has set aside a similar amount from the anticipated HTA leisure marketing budget for island marketing through the island visitor bureaus (Kaua'i Visitors Bureau, O'ahu Visitors Bureau, Maui Visitors Bureau, and the Big Island Visitors Bureau). This RFP solicits proposals for programs that support the **overall, statewide** destination of Hawai'i. Successful offerors in every MMA would be expected to work with the individual island bureaus to coordinate statewide and island-specific programs in the respective MMAs. (HTA's expectation is that most of the island specific activity is in North America and Japan).

## ***Project Budget***

For the purposes of this RFP, offerors should consider the following prototype breakout:

North America	\$15.2 million
Japan	\$6.3 million
Other Asia	\$.85 million
Europe	\$.75 million
Other	\$.75 million
CMI	\$1.4 million
Total	\$25.25 million

All budgets are in U.S. dollars. Final budget levels by MMA have not been determined and will be based on the overall HTA budget, which will be approved by the HTA board. Plans for international markets should provide assumptions on currency exchange rates.

Offerors will be evaluated, in part, on the efficiencies of their proposed programs. Cost saving programs or programs which support effective levels of marketing at less than the indicated budget are welcomed.

The Contractor(s) shall allocate from the budget funds for the proposed Tourism Marketing Service program as well as administrative costs, profits, and taxes. Budgets should include in sufficient detail the cost of providing services which includes profits, wages, benefits, other personnel costs, rent and other occupancy costs, taxes and other administrative costs. The cost and efficiency for providing services will be key evaluation criteria when proposals are reviewed. The Contractor shall establish budget priorities for each MMA and other program elements based on its assessment of the tactics needed to achieve the stated goals and objectives of the RFP.

## ***Term of Contract***

The HTA shall award contract(s) for a minimum of four (4) years. During the term of the contract(s), the HTA shall annually review the performance of contractor(s) and may terminate the contract(s) for reasons such as non-performance of the Contractor(s), change in the funding for this program, or for the convenience of the state.

The contract(s) shall become effective January 1, 2004, and the successful contractor(s) are required to be fully staffed and operational in order to begin the execution of the approved marketing plan by that time. Any activity such as training and orientation that occurs prior to January 1, 2004, shall be at the contractor(s) sole cost and expense.

## Section 5 - Work Plan

A work plan for each MMA that the offeror is bidding on shall be submitted. The work plan shall describe how the project goals and objectives will be achieved through a logical plan, maximizing the effectiveness and efficiency of the plan budget. The offeror's methodology to achieve the scope of work shall be described in sufficient detail to permit an objective evaluation of the proposal. The work plan shall clearly describe how the offeror intends to approach the project, and how the Contractor will organize its resources, expertise and experience to accomplish the stated goals and objectives.

The work plan shall incorporate all of the necessary elements deemed by the offeror to successfully meet the objectives in each MMA. While not every MMA work plan will include all of these, elements may include:

1. Media and materials. Advertising, collateral materials, public relations and promotions, trade shows, Internet, direct marketing, event marketing, and other media.
2. Production. Production costs related to the media and materials.
3. Trade shows. Identify and recommend participation levels for any trade shows to be included in the plan.
4. Partnerships. Recommend appropriate partnerships with private sector companies that will enhance the program and stretch the budget.
5. Travel trade. If appropriate, identify and recommend programs to educate and motivate the travel trade, including wholesalers, retail travel agents, and others.
6. Island partnerships. Describe how the plan will be coordinated and liaison with appropriate island marketing programs.
7. Fulfillment.
8. Internet/Web development. Offerors should provide an assessment of the strategic use of the Internet in marketing Hawai'i.
9. Research.
10. Specific strategic initiatives.
  - a. When appropriate for the MMA, the work plan should address how the product development niche markets identified in the *Ke Kumu* strategic plan will be incorporated into the overall MMA plan.
  - b. In addition to the leisure and CMI budget for this RFP, HTA allocates a significant of its budget for sports marketing – primarily the NFL Pro Bowl and PGA Golf tournaments – in the North America Market. Proposals for the North America MMA should provide specific suggestions about how to maximize these investments and use the leisure marketing budget to develop a sports brand and golf brand for Hawai'i.
  - c. The HTA funds major festivals, which attract visitors from North America and Japan and provide additional dimensions to Hawai'i's product offerings. A list of these festivals can be found on the HTA website ([www.hawaii.gov/tourism](http://www.hawaii.gov/tourism)).

Proposals for North America and Japan should consider ways of promoting these events within the marketing program.

- d. For the North America and Japan markets, the work plan should include programs to promote a *Hawai'i Arts Season* in the spring of 2004 (see attachment for a summary of the program).
  - e. For the North America and Japan markets, the offeror should include as part of the work plan a program and budget to create and maintain a registry of Hawai'i-based groups traveling to the mainland and Japan and provide them with promotional materials. The North America bid should also include a plan to promote this program to the prospective travelers and/or groups in Hawai'i.
  - f. When appropriate for the MMA, the plan should consider support of television initiatives that showcase the islands, island activities, the host culture and distinctive cultural assets
  - g. The CMI work plan should include a program for a system to utilize Hawai'i contacts who have ties to national/international organizations in promoting business meetings in Hawai'i.
11. Evaluation and measurement. The HTA has established a measurement system for North America and Japan. Accountability and performance measurement are critical parts of all HTA programs and offerors are urged to incorporate these concepts into their proposals whenever feasible. All programs developed for this RFP will be judged on their ability to achieve the HTA strategic goal of increasing visitor expenditures. The research component of HTA's measurement system is tracking the ability of marketing programs to establish the following general positions:
- a. In the U.S. West, programs will be evaluated on their ability to effectively communicate that Hawai'i has a wide range of activities, experiences, and events ideally suited for an active vacationer in a beautiful setting and with a unique sense of *aloha*.
  - b. In the U.S. East, programs will clearly differentiate Hawai'i from other warm weather destinations. Hawai'i will be distinguished based on its host culture, sense of *aloha* as well as its magnificent Polynesian setting.
  - c. In Japan, programs will communicate the idea that Hawai'i is a destination that has more to offer – events, interesting culture, shopping, exploring – than the stereotype of Hawai'i suggests.
  - d. For the Corporate Meetings & Incentives (Business Marketing) proposal, measurement should include lead generation.
12. Administrative expenses. The plan should provide information on how the plan will be administered, including the costs and staffing levels of offices that would be required for the program for each MMA.
13. Implementation/Timeline. Provide information about how the proposed program will be implemented along with a recommended timeline.

The work plan should anticipate that various subcontractors shall be involved. Whenever possible, subcontracted work should be through Hawai'i based companies. The HTA reserves the right to review and approve the financial capacity and expertise to perform the scope of work by any subcontractor whose billing will be in excess of \$100,000 annually.

**This RFP is for marketing services. Speculative creative work is neither expected nor required. Bids will be evaluated on the merits of the marketing plans and concepts.** It is expected that, once awarded a contract, successful offerors will develop creative materials and executions to realize the work plan. Successful offerors must submit a more comprehensive plan, including integration with island-specific marketing programs, budgets, and specific goals and milestones to the HTA within SIXTY (60) days of the award of the contract, and in subsequent years, within NINETY (90) days prior to the end of the calendar year.

## **Section 6 – Proposal Requirements**

### ***Introduction***

This section provides proposal requirements for the RFP, which shall be submitted by the deadline: **April 28, 2003, 4:30 p.m. HST**. Fulfillment of all proposal requirements is **mandatory** for consideration of proposals. Failure to fulfill all proposal requirements will result in the rejection of the proposal as not being responsive to the RFP.

The Proposal shall include the following subsections:

1. Proposal letter
2. Contractor's Narrative/Recent experience
3. Project work plan
4. Financials
5. References

### ***Proposal Letter***

The Proposal Letter shall be signed by an individual authorized to legally bind the Contractor, dated and affixed with the corporate seal (if corporate seal is available). If said individual is not the corporate president, evidence shall be submitted showing the individual's authority to bind the corporation. The fully executed Proposal Letter shall be submitted along with the proposal.

### ***Offeror's Narrative/Recent Experience***

Offeror shall:

1. Describe the company, including number of employees; board of directors with backgrounds; number of years in business; list of key company principals with backgrounds; types of similar services provided; size of budgets managed; and accounting services.
2. Describe in detail how your company will be able to provide the necessary skills and implementation strategies to manage the program and achieve the stated goals and objectives.
3. Describe duties, qualifications and experience for any anticipated sub-contractors including but not limited to: advertising agencies, public relations and/or destination marketing firms that will be considered for implementation of various marketing services in the specified MMAs.
4. Indicate any fees and/or costs of providing the stated services in this RFP.

### ***Project Work Plan***

Submit a project work plan consistent with the instructions in Section 5 of this RFP.

### ***Notifications of any Potential Conflicts of Interest***

Offerors shall advise the HTA of any existing or potential conflicts of interest which include, but are not limited to, disclosure of work done for other destinations or resort areas whether currently or previously engaged.

### ***Financials***

Offerors shall provide an audited financial statement for the past THREE (3) years, evidence of creditworthiness or other financial indicators providing evidence supporting the ability to manage the proposed program. Offerors for the entire contract (all MMAs), North America, or Japan must provide evidence of a \$1 million Letter of Credit at the time of contract execution; Offerors for other MMAs must provide evidence of a \$200,000 Letter of Credit at the time of contract execution.

### ***References***

Contractors shall provide at least FIVE (5) references from companies operating in the travel industry (airlines, accommodations, ground transportation, wholesaler, travel agent, cruise line, attractions, activities, retail, restaurants) that can attest to the reliability of the offeror's service and personnel. The HTA reserves the right to request additional references and to contract the references for additional information, and the offeror shall cooperate in insuring that HTA receives the requested information.

## **Section 7 – Evaluation Criteria**

The evaluation of proposals received in response to the RFP will be conducted comprehensively, fairly and impartially. The evaluation process will be conducted in two stages. A committee comprising HTA board and/or staff members and industry representatives will conduct an initial screening of written proposals to select a “short list” of three or fewer candidates based on qualifications. Candidates will be grouped by those bidding for the entire contract and those bidding for individual MMAs or MMA groups. Offerors on the “short list” will be required to make a presentation to a committee of the HTA board of directors to determine the contract award(s). The HTA board or a committee of the board shall be solely responsible for awarding contract(s).

Written proposals will be evaluated on the following criteria:

1. Qualifications of Contractors key personnel
  - a. Depth and breadth of experience in tourism marketing
  - b. Knowledge of Hawai‘i’s product and the tourism industry
  - c. Knowledge of the relevant MMAs
  - d. Demonstrated effectiveness in developing and budgeting tourism marketing programs
  - e. Ability to establish rapport and confidence with tourism industry and local government
  - f. Knowledge and ability to represent Hawai‘i tourism to business and government leaders and media
2. Qualification of Contractor’s company
  - a. Level of integrity, reliability and credibility of the organization
  - b. Financial strength
  - c. Ability to administer a marketing program as proposed in the work plan
3. Quality of Work Plan (Evaluated by HTA Board or Board Committee)
  - a. Thoroughness and cohesiveness of the proposal
  - b. Ability to achieve stated goals and objectives
  - c. Accountability and performance measurements
  - d. Projected costs for services and ability to control costs
  - e. Ability to assess performance of subcontractors



## **Section 8 - Submission of Proposals**

Contractors shall submit **an original plus 10 copies** of the written proposal. Proposals shall be received by the HTA **no later than 4:30 p.m. HST on April 28, 2003**. Any proposal received after this date and time will not be considered.

Proposals shall be delivered to:

Hawai'i Tourism Authority  
Hawai'i Convention Center  
1801 Kalakaua Avenue (Level 1)  
Honolulu, Hawai'i 96815

Proposals may also be mailed to and received by the HTA no later than 4:30 p.m. on April 28 (at the same address). Facsimile and email proposals will not be accepted.

The outside cover of the proposal shall be marked:

### **PROPOSAL FOR TOURISM MARKETING SERVICES**

Additionally, the cover of the proposal shall indicate whether the bid is for:

1. Leisure and CMI Marketing (all geographic MMAs plus Corporate Meetings and Incentives);
2. Specific MMA(s) [List geographic MMAs]; or,
3. Corporate Meetings and Incentives (CMI).

In addition, please complete the Application Form included in the attachments.

Unless designated "Confidential and Proprietary," proposals will be available for public inspection after the award of contract(s).

### ***Costs for Proposal***

Any costs incurred by Offerors in preparing or submitting a proposal shall be the offeror's sole responsibility. In addition, any tax liabilities incurred by the successful bidder in executing a contract remain the sole responsibility of the contractor.

### ***Disqualification of Proposals***

The HTA reserves the right to consider as acceptable and responsive only those proposals submitted in accordance with all the requirements set forth in this RFP and which demonstrate an

understanding of the scope of work. Any proposal offering any other set of terms and conditions contradictory to those included in the RFP may be disqualified without further notice.

***RFP Submittals Become the Property of the HTA***

All proposals and other materials submitted shall become the property of the HTA and may be returned at the HTA's option.

## **Section 9 – Contracting**

### ***Notice of Award***

Upon final selection of the Contractor(s) by the HTA Board, a notice of award will be issued to the selected Contractor(s). The selected Contractor(s) shall immediately work with the HTA staff to promptly execute a written contract reflecting the relevant specifications and requirements of this RFP, the Contractor(s) proposal, the final negotiated price and scope of work, any other representation made by the Contractor(s) to the state, and the general terms and conditions.

### ***Tax Clearance***

As a prerequisite to entering into a contract with the HTA, Contractor(s) shall immediately obtain a tax clearance from the state Director of Taxation and the Internal Revenue Service to the effect that all tax returns due have been filed, and all taxes, interest, and penalties levied against the Contractor(s) or accrued have been paid.

### ***Execution of Contract***

Upon the receipt of all required information, documentation, attachments, and tax clearance, the Contractor(s) and the HTA shall execute a final written agreement. Unless otherwise agreed, Contractor(s) may not perform any work prior to the execution of a written contract by the HTA and a Contractor. All unauthorized work performed by the Contractor(s) prior to the execution of the written contract, shall be at each Contractor's sole cost and expense.

### ***Public Disclosure***

Upon execution of the written contract, all documents submitted by Contractor(s) and maintained by the state shall be subject to public inspection and copying under the state's Uniform Information Practices Act provided in chapter 92F, Hawaii Revised States; provided that, any confidential commercial or proprietary information may be withheld. Contractor(s) should identify and mark the documents containing any confidential commercial or proprietary information.

## Section 10 – Attachments

### *Targets for 2003*

Scenarios for HTA's Visitor Growth Targets for 2003

	2000 ACTUAL		2001 ACTUAL		DBEDT 2002 Estimate		HTA 2003 Targets	
	Value	% change	Value	% change	Value	% change	Value	% change
<b>Total Spending</b>								
Total (\$mill.)	10,918.1	6.2	10,121.2	-7.3	10,343.3	2.2	11,099.9	7.3
U.S. West	3,455.8	13.6	3,510.4	1.6	3,370.7	-4.0	3,575.9	6.1
U.S. East	2,996.8	9.6	2,664.0	-11.1	2,825.3	6.1	2,953.8	4.5
Japan	2,370.4	0.5	2,219.2	-6.4	2,228.6	0.4	2,506.7	12.5
Canada	451.5	-5.9	400.7	-11.3	372.5	-7.0	397.0	6.6
Other Geographic	1,121.4	-8.8	950.9	-15.2	1,191.2	25.3	1,293.7	8.6
Other Business Sup	522.2	na	376.0	-28.0	355.0	-5.6	372.8	5.0
<b>\$PPPD Spending</b>								
Total (\$mill.)	176.89	3.3	175.23	-0.9	174.02	-0.7	179.11	2.9
U.S. West	144.12	6.2	149.62	3.8	135.81	-9.2	139.89	3.0
U.S. East	169.57	1.5	161.22	-4.9	166.14	3.1	170.30	2.5
Japan	234.74	3.3	241.17	2.7	250.00	3.7	255.63	2.25
Canada	146.52	2.4	151.86	3.6	149.26	-1.7	151.50	1.5
Other Geographic	162.77	na	160.28	-1.5	192.06	19.8	194.94	1.5
<b>Visitor days</b>								
Total	61,721,150	2.8	57,760,242	-6.4	59,436,022	2.9	61,971,065	4.3
U.S. West	23,978,995	7.0	23,462,699	-2.2	24,818,397	5.8	25,562,949	3.0
U.S. East	17,673,292	7.9	16,524,415	-6.5	17,005,258	2.9	17,345,363	2.0
Japan	10,097,846	-2.7	9,201,668	-8.9	8,914,517	-3.1	9,805,968	10.0
Canada	3,081,557	-8.1	2,638,548	-14.4	2,495,737	-5.4	2,620,524	5.0
Other Geographic	6,889,460	-8.1	5,932,912	-13.9	6,202,113	4.5	6,636,261	7.0
<b>Visitor arrivals</b>								
Total	6,948,595	3.1	6,303,791	-9.3	6,420,223	1.8	6,729,459	4.8
U.S. West	2,432,444	5.4	2,372,070	-2.5	2,506,909	5.7	2,582,116	3.0
U.S. East	1,712,712	7.0	1,588,164	-7.3	1,605,784	1.1	1,637,900	2.0
Japan	1,817,643	-0.4	1,528,564	-15.9	1,478,361	-3.3	1,626,197	10.0
Canada	251,843	-0.4	216,948	-13.9	198,232	-8.6	208,143	5.0
Other Geographic	733,953	-2.5	598,045	-18.5	630,937	5.5	675,103	7.0
<b>Length of Stay</b>								
Total	8.88	-0.2	9.16	3.2	9.26	1.0	9.21	-0.5
U.S. West	9.86	1.6	9.89	0.3	9.90	0.1	9.90	0.0
U.S. East	10.32	-2.3	10.40	0.8	10.59	1.8	10.59	0.0
Japan	5.56	-7.7	6.02	8.4	6.03	0.2	6.03	0.0
Canada	12.24	0.4	12.16	-0.6	12.59	3.5	12.59	0.0
Other Geographic	9.39	na	9.92	5.7	9.83	-0.9	9.83	0.0

Assumptions in addition to those in 2003 ATMP:

\* No war with Iraq

\* Less discounting of rates in all industry sectors, e.g., increase in hotel rates, admissions, interisland airfares

\* Stable exchange rates, particularly yen

\* Japan arrivals target of +10% is a stretch goal established by Japan Outbound Leadership group at meeting in Japan held after Bali attacks, but before Supertyphoon Pongsona hit Guam. General consensus of Outbound Leadership group expected Hawaii arrivals in range of 0 to +5% growth in 2003.

## *Hawai'i Arts Season Concept Statement*



### Aloha Arts Season

Hawai'i Tourism Authority will support the development and marketing of an "Aloha Arts Season" in the spring of 2004.

Arts organizations in Hawai'i have long talked about how to "tap into" the base of visitors to Hawai'i. The Hawai'i Tourism Authority has adopted a strategy of promoting Hawai'i as a place with a great variety of things to see, do, and experience – including arts and cultural activities. Several factors have frustrated any attempts for the industry and the arts community to develop productive programs.

- Generally, cultural and arts events in Hawai'i are of short duration or feature a narrowly defined interest area that make it difficult to incorporate into visitor industry marketing programs. The Cazimeros May Day concert is a one night event. Hawai'i Opera Theatre only produces three operas. A way around this challenge is to feature a whole "season" of events and activities that is long enough for travel industry partners to promote.
- Individual arts organizations don't have the resources to develop effective programs to reach visitors while they are here. To be effective, programs should include concierge briefings, printed calendars and promotional materials, web-based information, transportation programs, interpretive materials, etc. HTA along with private sector visitor industry organizations can help develop such materials and programs – as long as they support a broad range of activities, events and concerts. It is not economically viable to develop materials for a short time period or for a single event.
- Historically, the visitor industry was not excited about arts and culture. In the "sun, sand, surf" model of Hawai'i tourism the industry was geared to attract visitors with images of beaches and *mai tais*. The industry in general is becoming attuned to the benefits of promoting cultural tourism and, simultaneously, the Hawai'i Tourism Authority's strategic plan, *Ke Kumu*, includes cultural tourism as a means to attracting visitors who want to fully experience all that Hawai'i has to offer.

In the proposed arts season, the arts community will benefit from marketing support from the Hawai'i Tourism Authority and programs funded through the leisure marketing contractor. Funding from HTA will support the cataloging of arts activity, calendar development, transportation programs and industry education. The Hawai'i Tourism Authority's leisure travel budget should support marketing efforts to promote the arts season in North America and Japan.

The season will be long enough (10-13 weeks) to allow the travel industry to incorporate arts and culture events into their brochures and product offerings. The concept is to 1) consolidate existing art and cultural events into a defined time period, 2) add “marquee” events or “big name” attractions in order to generate additional publicity, 3) include “art installations” (you may be familiar with the “art cows” in Chicago or the recent program with “art whales” on Maui, 4) market the “season” using the marketing resources of in the HTA’s leisure marketing contract and the support of travel wholesalers, and 5) schedule the “season” in the spring, historically a weak “shoulder” period for the visitor industry and a time when more mature visitors travel – who would be attracted to arts and cultural events.

Organizations who have been involved in the planning for this HTA concept so far have included:

- Native Hawaiian Hospitality Association
- Honolulu Symphony
- Hawai‘i Opera Theatre
- Arts with Aloha
- The Hawai‘i Consortium for the Arts
- Hawai‘i Alliance for Arts Education
- Chamber Music Hawai‘i
- Dance Hawai‘i
- University of Hawai‘i
- Academy of Art
- State Foundation for Culture and the Arts
- City & County of Honolulu
- Hawai‘i Visitors & Convention Bureau

### ***Application Form***

The Application Form on the following page will provide the HTA with contact information to facilitate communication with offerors as well as company information and background.

**Hawai'i Tourism Authority - Tourism Marketing Management Services**  
**OFFEROR Form**  
**HTA-RFP-03-01**

OFFEROR INFORMATION:

Organization (Full Legal Name): \_\_\_\_\_

Street Address: \_\_\_\_\_

\_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Federal Taxpayer ID No.: \_\_\_\_\_ State Taxpayer ID No.: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Submitting Proposal for (CHECK ONLY ONE):

- ☐ Leisure (entire MMAs) and CMI
- ☐ Selected MMA(s) \_\_\_\_\_
- ☐ CMI

CERTIFICATION:

The information contained in this application is true and correct to the best of my knowledge and belief.  
The document has been duly authorized by the governing body of the application organization.

\_\_\_\_\_  
Signature of Authorized Official Date

\_\_\_\_\_  
Print Name Title